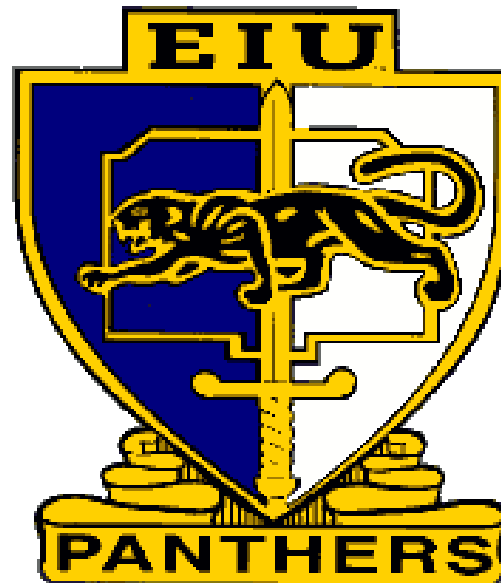


LTC Lorenzo Smith



Panther Battalion

EASTERN

Outline

- **Intelligence Preparation of the Battlefield
(Facts about EIU's program)**
- **Tasks (what we must do (CG and BDE))**
- **Concept of Operations (The plan)**
- **Actions on the Objective (How the plan is working)**
- **Summary**
- **Questions**

Intelligence Preparation of the Battlefield

Background

- **B template low cost school located in small town**
- **Current enrollment of 9, 000 plus undergraduate students**
- **Former commander inherited a program where PMS was relieved and SR NCO departed under unfavorable conditions-ROO was also relieved**
- **I turned down the opportunity to be an APMS in 1993 because of quality of cadre**
- **Visited in February and April**
- **Began transitioning second week of July**
 - **assumed duties on 15 July**

Intelligence Preparation of the Battlefield

What I Saw

(1 of 5)

- **Failed to meet mission (both contract and Commission) since 1995, ranked 237 of 270 nationally (2001)**
 - **Contract Mission is 17**
 - **Commission Mission is 12**
- **Brigade commander may have only one year left in command (Former EIU APMS... we lose an ally)**
- **Rumor of shutting down the Program-May not be the PMS but the environment?**

Intelligence Preparation of the Battlefield

What I Saw (2 of 5)

- **Receptive versus selective enrollment in the Department**
 - **Artistic view of a SAL vs. objective view... “one kidney with a 2.5 is a good to go”**
- **ROO responsible for all recruiting and retention**
- **MS03's average GPA is 2.2 - All but three are on academic probation**
- **A summer recruiting plan that netted 100 plus students**
- **Consistently gave back Federal Scholarships and tuition waivers - We have not been able to give them away for the last three years**

Intelligence Preparation of the Battlefield

What I Saw **(3 of 5)**

- **Much of the recruiting resources focused off campus...5700 letters**
- **Austere resources: People, money, technology, space, and training aides**
- **Competition within the University for students- some coaches, professors and counselors guided students away**
- **Well liked and respected cadre**
- **Cautiously supportive university administration-
“Who’s the new guy? We’ve had them all...”**

Intelligence Preparation of the Battlefield

What I Saw (4 of 5)

- **New College Dean this summer (arrives in September)**
- **Low retention of MS I to MS II and MS II to MS III**
- **High retention of MSIII to MS IV to Commissioning**
- **66% of students are Lateral Entry, 33 % is everybody else**
- **An IO recruiting campaign that focused on scholarships**

Intelligence Preparation of the Battlefield

What I Saw

(5 of 5)

- **Experienced and knowledgeable Cadet trainers**
 - **Acceptable NALC results(well...almost)**
- **Loss of key people in a year-loss of continuity**
 - **SGM leaves in September 03**
- **Lots of tools to help us do our jobs**
 - **ROTC Advisory Counsel**
 - **Brigade weekly ACCT and monthly forecast report**
 - **The Enrollment Mission Planner**
- **June ACCT report- “Best case is 23, Worst case is 7”**

Intelligence Preparation of the Battlefield

So What?

(1 of 4)

- **Take action now!** Must sustain current number of MS IVs-commission all by next summer-This doubles our production
- **Show that this improvement is not a fluke**-Meet mission in two years (MS 04)-Its not the PMS
- **Coordinate our efforts**-Deliver on our promises; recruiting, retention, and training (the tools are there!)

Intelligence Preparation of the Battlefield

So What?

(2 of 4)

- **Make all responsible for retention**-Too much dependence on recruiting to cure shortfalls in commission numbers-Can not depend on the deep fight, prepare to fight in the wire
 - Instructors must assist in contracting efforts
 - Well liked and respected instructors-one of our advantages
- **Get those that want to be in the program**-An IO campaign that focuses on leadership...best bang for our buck
- **Plan must not rely on the new College Dean**-Strong advocacy of ROTC is questionable in the near term

Intelligence Preparation of the Battlefield

So What? (3 of 4)

- **Focus the Austere resources on “sure bets”-**
Those things that have worked in the past
 - No more 5700 letters for a hand full of prospects
 - Avoid spending days on the road for nothing
 - Work smarter, no extra credit for hard work and no results
- **Develop a noncompetitive IO campaign-**We can help your people and we are also flexible
- **Plan for the loss of key people-** Helps offset our possible personnel losses
- **Do not get fancy with training-**Meet the NALC standard!

Intelligence Preparation of the Battlefield

So What?

(4 of 4)

- **Get an accurate picture of who our students are**-Best case of 23 and worst case of 7 means we have little clue
- **Stabilize who I can**-Extend at least one NCO
 - Task them IAW their strengths-New ROO

Tasks

What must we do (CG)

- **Meet commission mission in MS04**
- **Focus your recruiting efforts-Recruit Scholar, Athlete, and Leaders**
- **Prepare MS IIs for NALC**
 - **APFT**
 - **Land Navigation**
 - **Communication**
 - **Swim**
- **Accurately report and maintain them-Brigade, Region, and Cadet Command**

Tasks

What must we do (BDE)

- **MS04 (meet contract mission of 17)**
 - 7 total contracts, 3 were migration risks, no conditionals
 - Need 13 contracts
- **The plan**
 - Main effort is seek those within the Department
 - Supporting effort is to seek those within the University
 - Economy of force effort is to seek off-campus students
 - Firm up 1 of the 3 migration risks 1
 - Firm up enrolled MS III that are not contracted 3
 - Enrolled MS Is and II 3
 - Veterans list 2
 - Transfer College 2
 - College Juniors 1
 - Guard and Reserve 1

My Vision

End state

- ❑ We select who enters our ROTC Program
- ❑ ROTC becomes a part of the University marketing strategy- They feel we help sell the school
- ❑ Recruiting becomes an additional duty-the program sells itself, scholarships do not sell the program
- ❑ Retention goals are made because we meet cadet expectations, not promises (no *bait and switch* tactics)

Concept of the Operation

Look within the Department

(1 of 2)

- **Review all 104Rs to get an accurate picture of where the students are-Focus on current MS03 and MS04**
- **Counsel all students with 104Rs and Academic Audit Reports to accurately align them in the appropriate mission set**
 - **Have the instructor do the counseling!**
 - **Must have been reviewed by a guidance counselor**
 - **I was surprised at how little my students knew**
- **Assist in getting classes that students can handle...look at local community colleges**
 - **Their math classes are easier**

Concept of the Operation

Look within the Department

(2 of 2)

- **Conduct an academic audit on those that registered for Military science (100 plus students)-Can any move up?**
 - **Use the instructors**
 - **We had over 300 index cards of names that nobody did anything with**
- **Scrub historical files on prospects who have not registered for Military Science but showed interest and call them**

Concept of the Operation

Look within the University (1 of 2)

- **Focus recruiting on on-campus students**
- **Establish a communication link with the Student Affairs Office (SAO) for students that have shown interest**
- **Acquire printouts of students that meet SAL criteria**
 - **EIU ROTC is now linked to IT student data base**
 - **Academic and athletic criteria was no problem**
 - **When overlaid with leadership criteria we failed-we adjusted fire**

Concept of the Operation

Look within the University

(2 of 2)

- **Sent letters with follow-up phone calls**
 - Many students did not know that they could still be commissioned (MS04 and MS05)
 - Almost none knew about our scholarships
- **Spoke to most guidance counselors and the Athletic Director- “We are not competitors”**

Concept of the Operation

Look off-campus

- **Acquire transfer student prospects**
 - 65 Credit hours or more and non Education Majors
 - Assume that those interested in athletic and leadership type activities (from Student Affairs Office) are ALs
 - Working getting ROTC on SAO transfer student data cards
- **Contact other students that have been accepted into the University**
 - 5700 letters to 200 letters when we applied criteria
 - Apply criteria to High School graduates
- **Brief all EIU transfer guidance counselors on ROTC and opportunities**

Concept of the Operation

Other things to do

- **Develop a goal based retention plan**
 - Cadre given responsibility to retain by name and number
 - Goals based on EMP and Cadre assessment of Cadet
 - A contract between PMS and instructor
- **Get some help from Cadets**
 - Execute labs and assist with the FTX
 - Cadet Battalion Activation Ceremony
 - Military courtesy is strictly enforced
- **Develop administrative systems to keep pace with the recruiting effort**
 - 4 (2002) graduates to 5 (2003) to 12 (2004)?
 - 60 to 120 cadets in the Battalion

Actions on the Objective

How has the plan worked (the good News)?

- **MS03- 9 MSIVs, anticipate graduating 5 of them**
- **MS04- 15 contracts and 2 conditional**
 - **2 waiting DODMERB remedials**
- **Awarded 4 Federal Scholarships (none were returned)**
 - **1x4yr, 1x3yr, and 2x2yr awardees**
 - **1xawarded from the BAP and accepted**
- **All tuition waivers accepted (90 percent first time acceptance rate)**
 - **They want to be in the program**

Actions on the Objective

What's in the numbers?

- **Priority of effort is MS04 (meet contract mission of 17)**
 - **7 total contracts, 3 were migration risks, no conditionals**
 - **Needed 13 contracts**
- **The plan (Where are we now?)**
 - **Firm up 1 of the 3 migration risks 1(2)**
 - **Firm up enrolled MS III that are not contracted 3(4)**
 - **Veterans list 2(0)**
 - **Transfer College 2(1)**
 - **Enrolled MS I and II 3(3)**
 - **College Juniors 1(3)**
 - **Guard and Reserve 1(0)**

Note: Goal(Production)

Actions on the Objective

How has the plan worked (the bad news)? (1 of 2)

- **Late administrative actions-we cannot keep up with volume of new students**
 - **B template now beginning to produce C template results**
 - **Very little movement on developing systems**
- **Budget is still based on last years enrollment numbers**
- **Limited classroom and office space**
- **One instructor for all Basic Course Cadets**
- **ESTP implementation is behind schedule**

Actions on the Objective

How has the plan worked (the bad news)?

(2 of 2)

- **COMtek employee resigned**
- **ROO is dual hatted**
- **Individualized attention for training-FTX results were poor**
- **Cadets: “We are nothing but a number!”**

Summary

What Have I learned? (1 of 2)

- **Get everybody involved in recruiting and retention, give them intent and let them run with it**
- **Students nor advisors know as much as I thought they did, check their 104Rs**
- **Focus recruiting within the University-it worked!**
 - Students are tried and tested
- **When recruiting off campus seek accepted students**

Summary

What Have I learned?

(2 of 2)

- **The importance of both the 104R and the Students Academic Audit**
- **Seek those that want to be in the program first and then offer tuition waiver or scholarship-They seem more grateful**
 - **More likely to participate in all events**